



CITY OF CLEVELAND
Mayor Frank G. Jackson

Cleveland Division of Police

Staffing Presentation

Jan. 30, 2019



Staffing Plan Goals



CITY OF CLEVELAND
Mayor Frank G. Jackson

The Cleveland Division of Police (CDP) was tasked with conducting a staffing report. The CDP staffing report is based on research, an evaluation of current staffing levels, industry best practices, budgetary considerations, crime reduction strategies, community engagement and problem oriented policing.

CDP utilized the staffing studies from the following: Louisville Metro Police Department, Albuquerque Police Department and the COPS/MSU publication (2012) titled “Performance-Based approach to police staffing and allocation”, for the formulation of this plan.

This report will focus on following three (3) components that will enable CDP to better manage and deploy resources:

- 1. Violent crime reduction**
- 2. Community and Problem-Oriented Policing Plan (CPOP)**
- 3. Compliance with the Settlement Agreement**

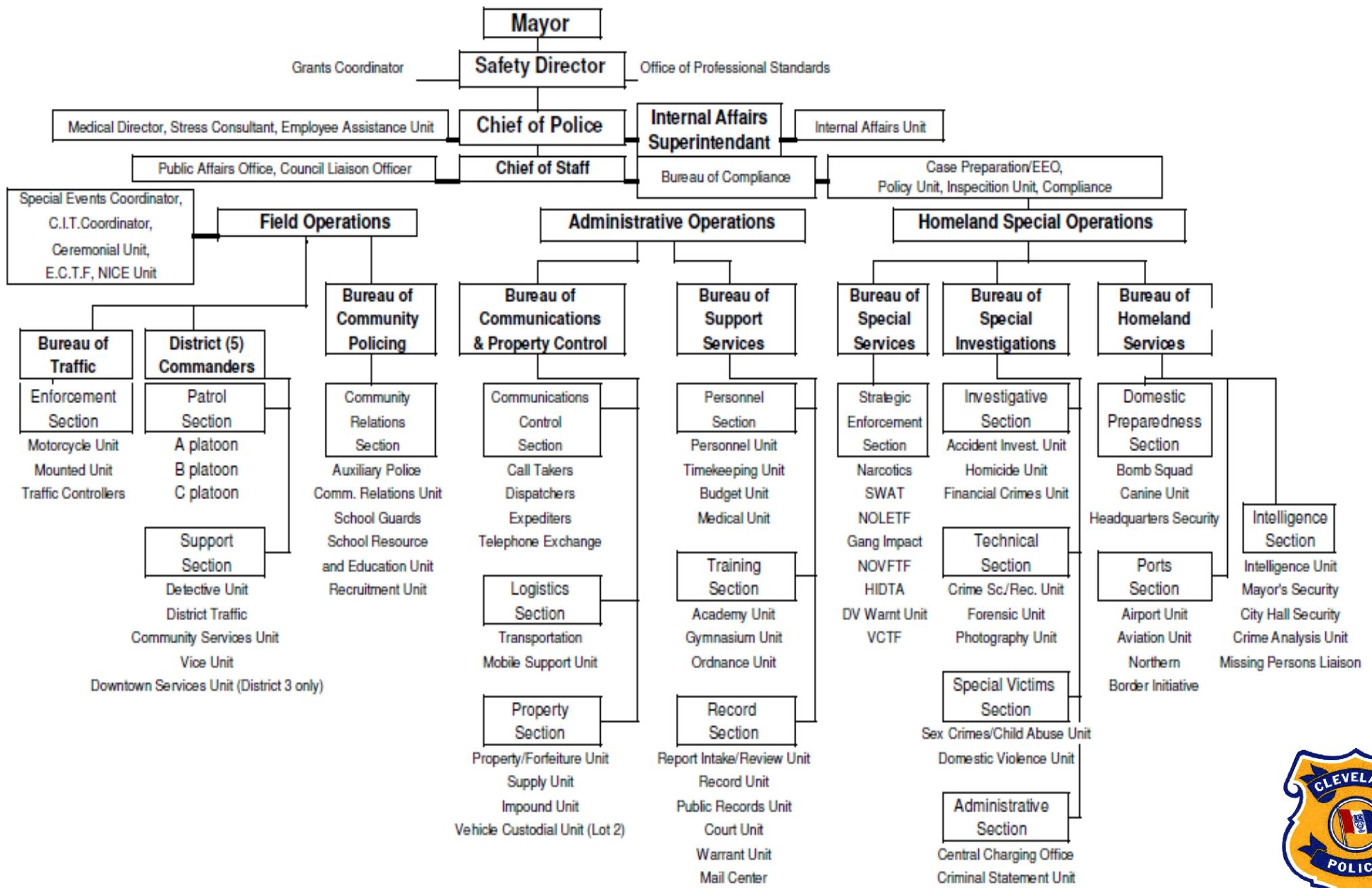




CITY OF CLEVELAND
Mayor Frank G. Jackson

Current CDP Organizational Chart







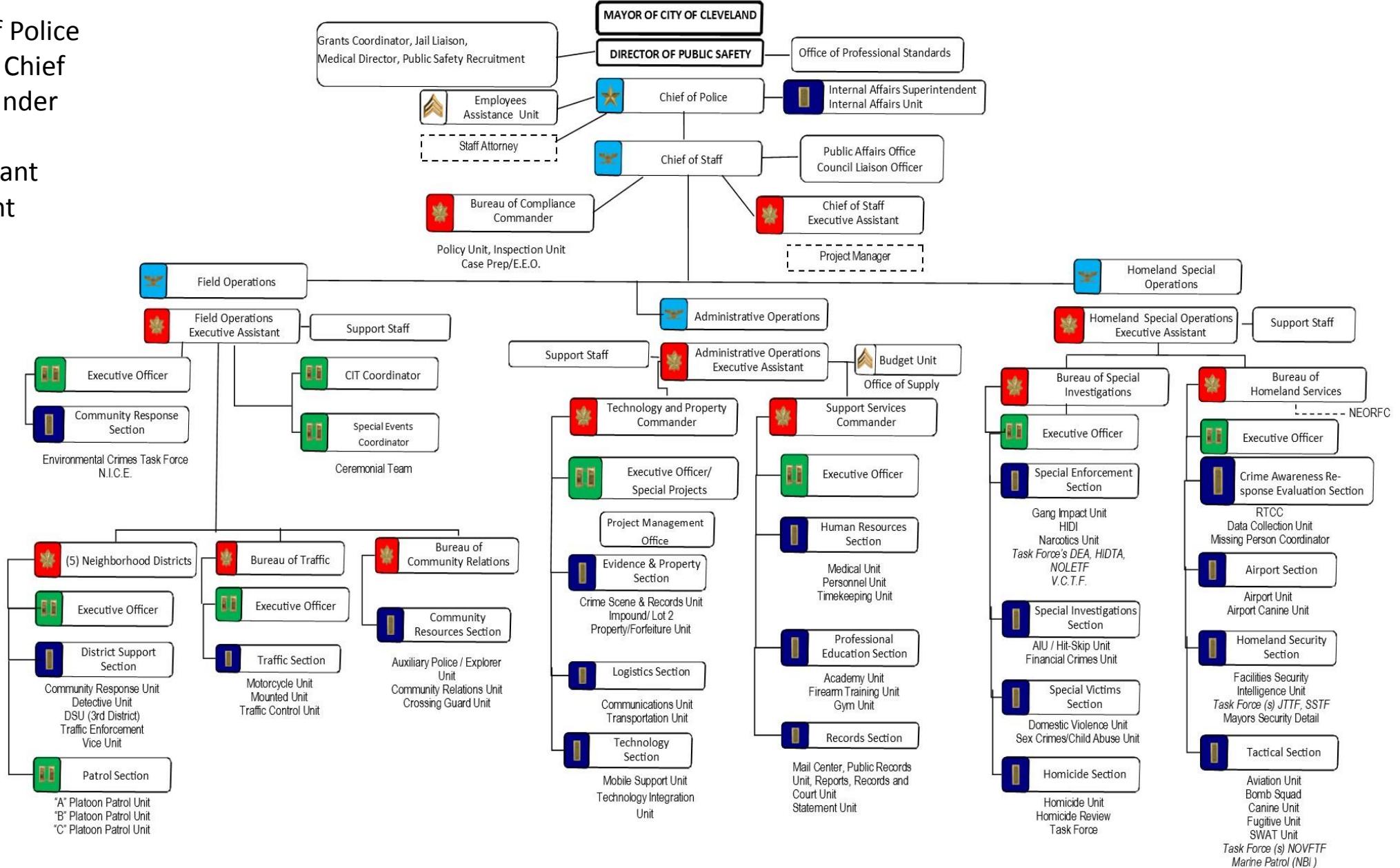
CITY OF CLEVELAND
Mayor Frank G. Jackson

Proposed CDP Organizational Chart



 Chief of Police
 Deputy Chief
 Commander
 Captain
 Lieutenant
 Sergeant

CLEVELAND DIVISION OF POLICE



- Increase in # of commanders
- Requesting a change to ordinance to increase number of front line sergeants to ensure a smaller ratio of supervisors to officers





CITY OF CLEVELAND
Mayor Frank G. Jackson

Workload Based Staffing Model

U.S. Department of Justice

*“A Performance-Based approach to Police Staffing and Allocation” by
Jeremy M. Wilson and Alexander Weiss*



Workload Based Staffing Model



CITY OF CLEVELAND
Mayor Frank G. Jackson

- Examining the distribution of calls for service by hour, day, and month
- Examining the nature of calls for service
- Estimating time consumed on calls for service
- Calculating agency shift-relief factor
- Establishing performance objectives
- Providing staffing estimates





CITY OF CLEVELAND
Mayor Frank G. Jackson

Calls For Service



8hr and 10hr Staffing Factor



CITY OF CLEVELAND
Mayor Frank G. Jackson

8 Hr Staffing Factor	2018	10 Hr Staffing Factor	2018
days off	832	days off	1560
Furlough Avg	92.5	Furlough Avg	92.5
PH Days Avg	16	PH Days Avg	20
Sick Time Avg	108	Sick Time Avg	108
In Service Days	48	In Service Days	60
Comp Time Avg.	118.5	Comp Time Avg.	118.5
Days Available	1215	Days Available	1959
Staffing Factor	1.71	Staffing Factor	2.16



CDP Patrol Section Staffing Formula



CITY OF CLEVELAND
Mayor Frank G. Jackson

0700-1400	CFS	25%	25%	ADJCFS	(1 & 45 min)	UNITS (/2920)	units	units	60%	60%	XSRF 1.71	XSRF	OFFICE		Combined	Recommend
D1 (SR)	6393	1598.25	1599	7992	7992.0	2.74	3.0	5.0	5	5	8.55	9	4	13	37	District 1
D1 (ZC)	9928	2482	2482	12410	9307.5	3.19	4.0	8.0	13.4	14	23.94	24		24		116

- Column 2: number of CFS based one or two officer cars for a specific time frame
- Column 3: back up cars (25%) multiplied by CFS in column 2
- Column 4: adjusted CFS to include the backup officer
- Column 5: column 4 multiplied by 1 hr. or 45 min to get the total minutes on a CFS
- Column 6: column 5 divided by 2920(total days in a year multiplied by 8 hrs.)
- Column 8: column 6 multiplied by percentage of time dedicated to CFS
- Column 9: column 8 officers needed per day multiplied by the shift relief factor
- Column 10: office staff set at 4 officers
- Column 11: total officers needed to staff one shift





CITY OF CLEVELAND
Mayor Frank G. Jackson

CDP Patrol Car Plan



Current Car Plan



CITY OF CLEVELAND
Mayor Frank G. Jackson

District	1	Zone	Car	SR	Cars	Zone	Car	SR	Cars
Platoon	A		700	700		800	800		
			1A13	1C15		1B12	1D11		
			1A16	1C14		1B14	1D13		
						1B17			
Platoon	B		1400	1400		1500	1500		
			1A23	1C22		1B21	1D23		
			1A25	1C24		1B22	1D26		
			1A26	1C27		1B24			
						1B27			
Platoon	C		2100	2100		2200	2200		
			1A33	1C37		1B32			
			1A35	1C31		1B34			
			1A36			1B37			
District	2	Zone	Car	SR	Cars	Zone	Car	SR	Cars
Platoon	A		700	700		800	800		
			2A11	2C12		2B12	2D11		
			2A13	2C13		2B15	2D14		
			2A14	2C15		2B16	2D16		
			2A17	2C17		2C17	2D17		
Platoon	B		1400	1400		1500	1500		
			2A21	2C22		2B22	2D21		
			2A23	2C23		2B25	2D24		
			2A24	2C25		2B26	2D26		
			2A27	2C27		2B27	2D27		
Platoon	C		2100	2100		2200	2200		
			2A31	2C37		2B32			
			2A33	2C31		2B35			
			2A34			2B36			
			2A37						
District	3	Zone	Car	SR	Cars	Zone	Car	SR	Cars
Platoon	A		700	700		800	800		
			3A12	3C13		3B11	3D15		
			3A15	3C14		3B13	3D17		
						3B16	3D12		
Platoon	B		1400	1400		1500	1500		
			3A22	3C21		3B21	3D22		
			3A23	3C23		3B23			
			3A24			3B26			
			3A25			3B27			
Platoon	C		2100	2100		2200	2200		
			3A34	3C31		3B31			
			3A35	3C37		3B33			
			3A32			3B36			
District 4									
Platoon	A		700	700		800	800		
			4A13			4C12			
			4A16			4B11			
						4C15			
						4B14			
						4C16			
						4B15			
						4C14			
						4B17			
						4D18			
Platoon	B		1400	1400		1500	1500		
			4A21			4C21			
			4A22			4B21			
			4A26			4C22			
						4B23			
			4A28			4C24			
						4B24			
			4A27			4C25			
						4D28			
Platoon	C		2100	2100		2200	2200		
			4A34			4C37			
			4A36			4B31			
			4A31			4B33			
						4B35			
						4B37			
						4B38			
District 5									
Platoon	A		700	700		800	800		
			5A11			5C12			
			5A15			5B12			
						5C13			
						5B13			
			5C14			5B14			
						5D15			
Platoon	B		1400	1400		1500	1500		
			5A21			5C22			
			5A22			5B22			
			5A23			5C23			
						5B24			
			5C24			5B26			
						5D25			
Platoon	C		2100	2100		2200	2200		
			5A31			5C32			
			5A32			5C35			
			5A35			5B33			
						5B34			
						5B36			
Regular Car Plan Effective From: May 1 To: Dec 31st									
Revised : 4/28/2017									



Recommended Car Plan



CITY OF CLEVELAND
Mayor Frank G. Jackson

District	1	Zone Cars	SR Cars	Zone Cars	SR Cars
Platoon	A	700	700	800	800
Current	Required	1A13	1C15	1B12	1D11
	37	1A15	1C14	1B14	1D12
		1A16		1B11	1D13
				1B17	
Platoon	B	1400	1400	1500	1500
Current	Required	1A23	1C21	1B21	1D23
	47	1A25	1C24	1B22	1D26
		1A26	1C27	1B24	
				1B27	
Platoon	C	2100	2100	2200	2200
Current	Required	1A33	1C31	1B32	1D36
	32	1A35		1B34	
		1A36			
District	2	Zone Cars	SR Cars	Zone Cars	SR Cars
Platoon	A	700	700	800	800
Current	Required	2A11	2C12	2B12	2D11
	44	2A13	2C13	2B15	2D14
		2A14	2C15	2B16	2D15
		2A17	2C17		2D17
					2D18
Platoon	B	1400	1400	1500	1500
Current	Required	2A21	2C22	2B22	2D21
	58	2A23	2C23	2B25	2D24
		2A24	2C25	2B26	2D26
		2A27	2C27	2B27	
Platoon	C	2100	2100	2200	2200
Current	Required	2A31	2C37	2B32	2D37
	36	2A33	2C31	2B35	2D33
				2B36	
District	3	Zone Cars	SR Cars	Zone Cars	SR Cars
Platoon	A	700	700	800	800
Current	Required	3A12	3C13	3B11	3D15
	40	3A15	3C14	3B13	3D17
		3A14	3C11	3B16	3D16
				3C12	3B17
Platoon	B	1400	1400	1500	1500
Current	Required	3A22	3C21	3B21	3D22
	58	3A23	3C23	3B23	3D25
		3A24	3C24	3B26	3D26
		3A25		3B27	3D27
Platoon	C	2100	2100	2200	2200
Current	Required	3A32	3C31	3B31	3D32
	36	3A34	3C37	3B33	3D34
				3B36	

District	4	Zone Cars	SR Cars	Zone Cars	SR Cars
Platoon	A	700	700	800	800
Current	Required	4A13	4C12	4B11	4D11
	46	4A16	4C14	4B14	4D13
		4A18	4C15	4B15	4D17
		4A12	4C16	4B17	
Platoon	B	1400	1400	1500	1500
Current	Required	4A21	4C21	4B21	4D23
	60	4A22	4C22	4B23	4D25
		4A26	4C24	4B24	4D27
		4A27	4C26	4B25	4D28
		4A28		4B26	
Platoon	C	2100	2100	2200	2200
Current	Required	4A34	4C37	4B31	4D33
	45	4A36	4C31	4B33	4D32
		4A32		4B35	
				4B37	
District	5	Zone Cars	SR Cars	Zone Cars	SR Cars
Platoon	A	700	700	800	800
Current	Required	5A11	5C12	5B12	5D11
	37	5A15	5C13	5B13	5D15
		5A12	5C14	5B14	
				5B16	
Platoon	B	1400	1400	1500	1500
Current	Required	5A21	5C22	5B22	5D21
	47	5A22	5C23	5B24	5D25
		5A23	5C24	5B26	
		5A25			
Platoon	C	2100	2100	2200	2200
Current	Required	5A31	5C32	5B32	5D35
	32	5A32		5B33	
				5B34	
Regular Car Plan Effective From: Jan 1 To: Dec 31st					
60% obligated					
Revised : 1/21/2019					





CITY OF CLEVELAND
Mayor Frank G. Jackson

UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 1				1	1	1				1	1	5	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
<i>A PLATOON</i>				1	1	0	7	6	6	37	29	28	
<i>B PLATOON</i>				2	2	1	8	7	7	47	52	40	
<i>C PLATOON</i>				2	1	1	7	7	6	32	29	30	
SUPPORT SECTION	1	1	1	1	1								
<i>COMMUNITY RESPONSE UNIT</i>						1	1	1	2	10	10	11	
<i>COMMUNITY ENGAGEMENT OFFICERS (GRANT)</i>										3	3	3	
<i>DETECTIVE UNIT</i>						1	2	1	1	18	18	14	
<i>TRAFFIC UNIT</i>										2	2	3	
<i>VICE UNIT</i>							1	1	1	10	10	8	
DISTRICT 1 TOTALS	2	2	2	7	6	5	26	23	23	161	155	143	4

UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 2				1	1	1				1	1	6	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
<i>A PLATOON</i>				1	1	1	7	6	6	44	35	35	
<i>B PLATOON</i>				2	2	1	8	7	7	58	63	57	
<i>C PLATOON</i>				2	2	1	7	7	6	36	37	37	
SUPPORT SECTION	1	1	0	1	1	0							
<i>COMMUNITY RESPONSE UNIT</i>						1	1	1	2	10	10	10	
<i>COMMUNITY ENGAGEMENT OFFICERS (GRANT)</i>										3	3	2	
<i>DETECTIVE UNIT</i>						1	2	1	1	17	17	16	
<i>TRAFFIC UNIT</i>										2	2	2	
<i>VICE UNIT</i>							1	1	1	10	10	6	
DISTRICT 2 TOTALS	2	2	1	7	7	6	26	23	23	182	179	172	4





CITY OF CLEVELAND
Mayor Frank G. Jackson

UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 3				1	1	0				1	1	5	4
DISTRICT TRAINING COORDINATORS										1	1	1	
PATROL SECTION	1	1	1										
A PLATOON				1	1	1	7	6	6	40	31	31	
B PLATOON				2	2	1	8	7	7	58	52	45	
C PLATOON				2	2	1	7	7	6	36	39	36	
SUPPORT SECTION	1	1	1	1	1	0							
COMMUNITY RESPONSE UNIT						1	1	1	2	10	10	10	
COMMUNITY ENGAGEMENT OFFICERS (GRANT)										3	3	3	
DETECTIVE UNIT						1	2	1	1	19	19	16	
DOWNTOWN SAFETY UNIT				1	1	1	6	6	5	35	35	29	
TRAFFIC UNIT										2	2	3	
VICE UNIT							1	1	1	10	10	8	
DISTRICT 3 TOTALS	2	2	2	8	8	6	32	29	28	215	203	187	4

UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 4				1	1	1				1	1	6	4
DISTRICT TRAINING COORDINATORS										1	1	1	
PATROL SECTION	1	1	1										
A PLATOON				1	1	1	7	6	6	46	47	36	
B PLATOON				2	2	1	8	7	7	60	58	54	
C PLATOON				2	2	1	7	7	6	45	40	40	
SUPPORT SECTION	1	1	1	1	1	0							
COMMUNITY RESPONSE UNIT						1	1	1	2	10	10	10	
COMMUNITY ENGAGEMENT OFFICERS (GRANT)										3	3	3	
DETECTIVE UNIT						1	2	1	2	27	20	21	
TRAFFIC UNIT										2	2	2	
VICE UNIT							1	1	1	10	10	7	
DISTRICT 4 TOTALS	2	2	2	7	7	6	26	23	24	205	192	180	4





CITY OF CLEVELAND
Mayor Frank G. Jackson

UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 5				1	1	1				1	1	3	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
A PLATOON				1	1	1	7	6	6	37	29	29	
B PLATOON				2	2	1	8	7	7	47	46	45	
C PLATOON				2	1	0	7	7	6	32	34	33	
SUPPORT SECTION	1	1	1	1	1	0							
COMMUNITY RESPONSE UNIT							1	1	2	10	10	12	
COMMUNITY ENGAGEMENT OFFICERS (GRANT)										3	3	3	
DETECTIVE UNIT							1	2	1	22	22	13	
TRAFFIC UNIT										2	2	2	
VICE UNIT							1	1	1	10	10	8	
DISTRICT 5 TOTALS	2	2	2	7	6	4	26	23	23	165	158	149	4



Recommended Staffing Numbers

1/21/2019



CITY OF CLEVELAND
Mayor Frank G. Jackson

AREA	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DIRECTOR OF PUBLIC SAFETY	0	0	0	1	1	2	2	2	2	2	2	0	0
CHIEFS OFFICE	0	0	0	1	1	0	11	10	8	5	5	10	7
CHIEF OF STAFF (DEPUTY CHIEF)	0	0	0	0	0	0	3	3	3	4	3	1	0
CHIEF OF STAFF XO (COMMANDER)	0	0	0	1	1	1	1	0	0	1	0	0	0
BUREAU OF COMPLIANCE (COMMANDER)	0	0	2	2	2	0	7	7	9	5	2	3	3
FIELD OPERATIONS (DEPUTY CHIEF)	2	2	2	1	1	0	2	2	1	0	0	0	1
FIELD OPERATIONS XO (COMMANDER)	1	1	0	2	1	1	6	3	3	43	28	14	1
ADMINISTRATIVE OPS (DEPUTY CHIEF)	0	0	0	0	0	0	0	0	0	0	0	0	1
ADMINISTRATIVE OPS XO (COMMANDER)	0	0	0	1	0	0	2	2	1	2	2	1	5
HOMELAND SPECIAL OPERATIONS (DEPUTY CHIEF)	0	0	0	1	1	1	1	1	0	0	0	0	1
HOMELAND SPECIAL OPERATIONS XO (COMMANDER)	0	0	0	0	0	0	0	0	0	1	1	0	1
DISTRICT 1	2	2	2	7	6	6	26	23	23	161	155	143	4
DISTRICT 2	2	2	1	7	7	6	26	23	23	182	179	172	4
DISTRICT 3	2	2	2	8	8	6	32	29	28	215	203	187	4
DISTRICT 4	2	2	2	7	7	6	26	23	24	205	192	180	4
DISTRICT 5	2	2	2	7	6	4	26	23	23	165	158	149	4
BUREAU OF TRAFFIC	1	1	0	1	1	1	6	5	6	40	37	33	24
BUREAU OF COMMUNITY RELATIONS	0	0	1	1	1	0	2	1	1	17	17	4	2
TECHNOLOGY AND PROPERTY COMMANDER	1	1	0	3	3	5	9	9	8	52	50	49	142
SUPPORT SERVICES COMMANDER	1	1	2	3	3	4	15	15	20	45	44	190	51
BUREAU OF SPECIAL INVESTIGATIONS	1	1	0	5	5	3	17	15	10	117	116	87	7
BUREAU OF HOMELAND SERVICES	1	1	1	4	3	4	17	15	12	108	108	82	19
RECOMMENDED TOTALS	18	18	17	63	58	50	237	211	205	1370	1302	1305	285
2018 Budgeted Staffing	18			58			213			1302			



Bureau of Special Investigations



CITY OF CLEVELAND
Mayor Frank G. Jackson

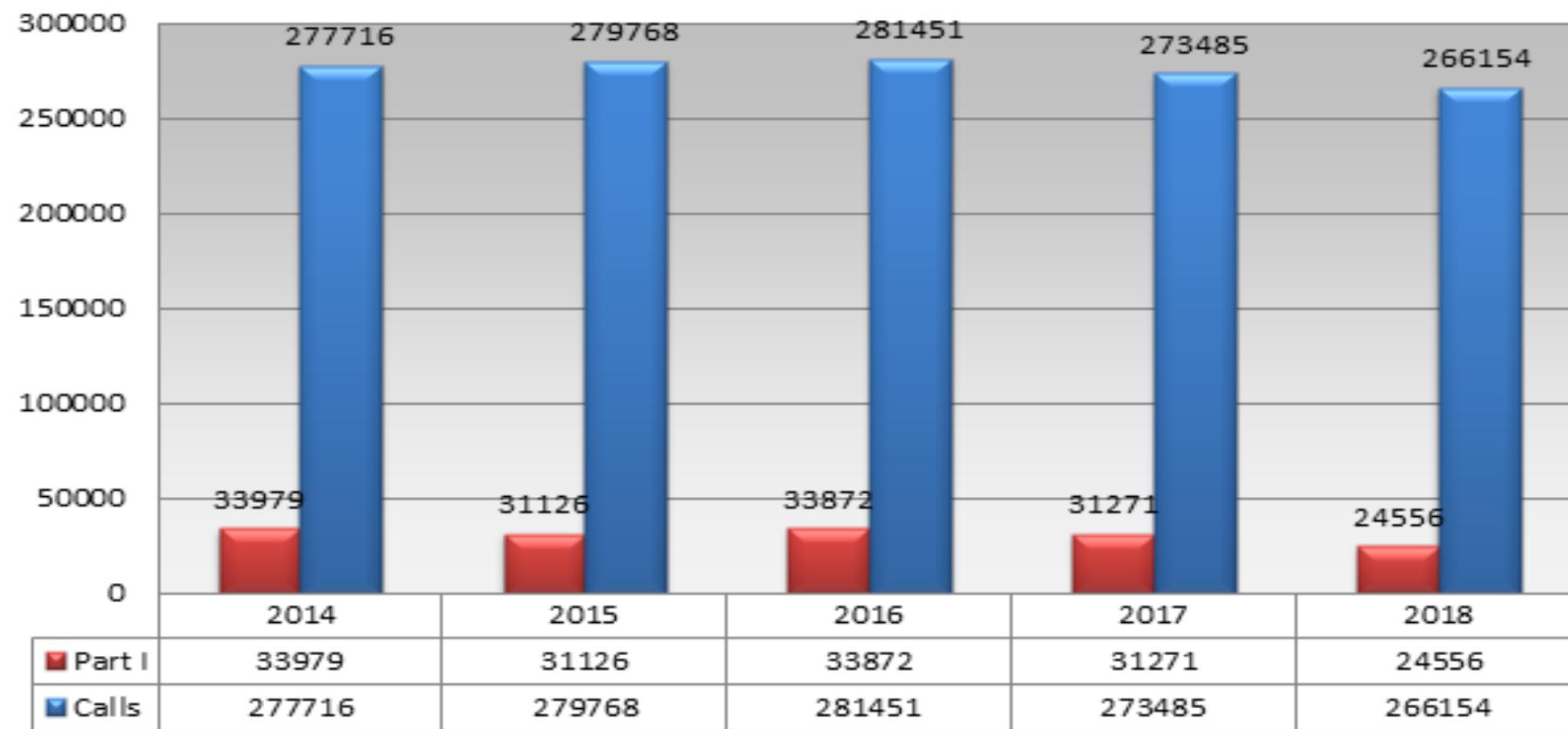
	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER		
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT
SPECIAL INVESTIGATIONS SECTION				1	1	1						
ACCIDENT/INVESTIGATIONS/HIT SKIP							1	1	0	10	10	10
FINANCIAL CRIMES UNIT							1	1	0	5	5	2
SPECIAL VICTIMS SECTION				1	1	1						
DOMESTIC VIOLENCE SECTION							2	2	2	15	15	10
SEX CRIMES/CHILD ABUSE UNIT							2	2	1	23	23	14
HOMICIDE SECTION				1	1	1						
HOMICIDE UNIT							3	2	2	19	18	15
HOMICIDE REVIEW TASK FORCE							1	1	0	4	4	1





CITY OF CLEVELAND
Mayor Frank G. Jackson

Calls Responded to Vs Part I Crime By Year





CITY OF CLEVELAND
Mayor Frank G. Jackson

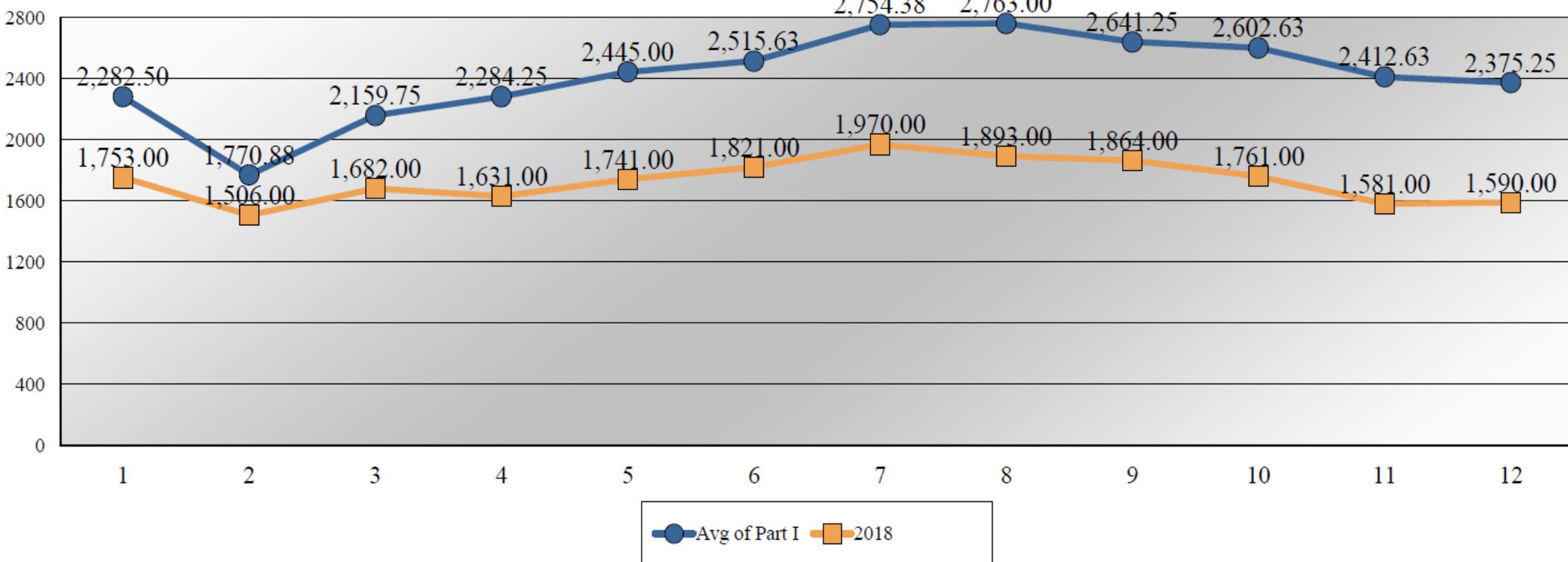
Calls Responded to Vs Part I Crime By Year





CITY OF CLEVELAND
Mayor Frank G. Jackson

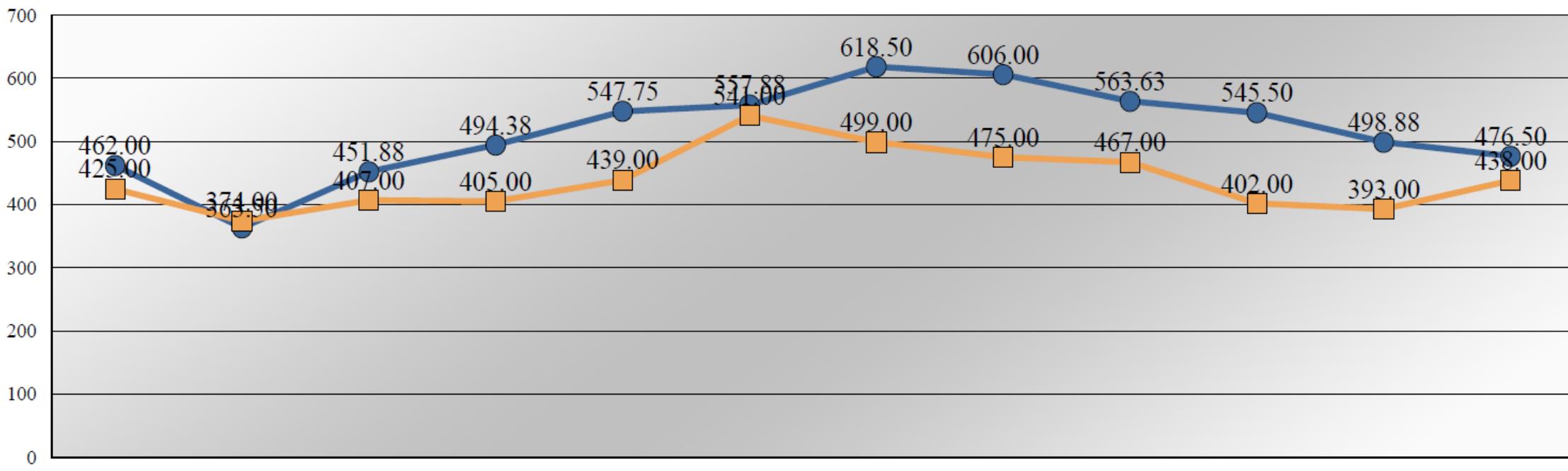
Part 1 Crime by Month Compared to Average





CITY OF CLEVELAND
Mayor Frank G. Jackson

Part 1 Violent Crime by Month Compared to Average



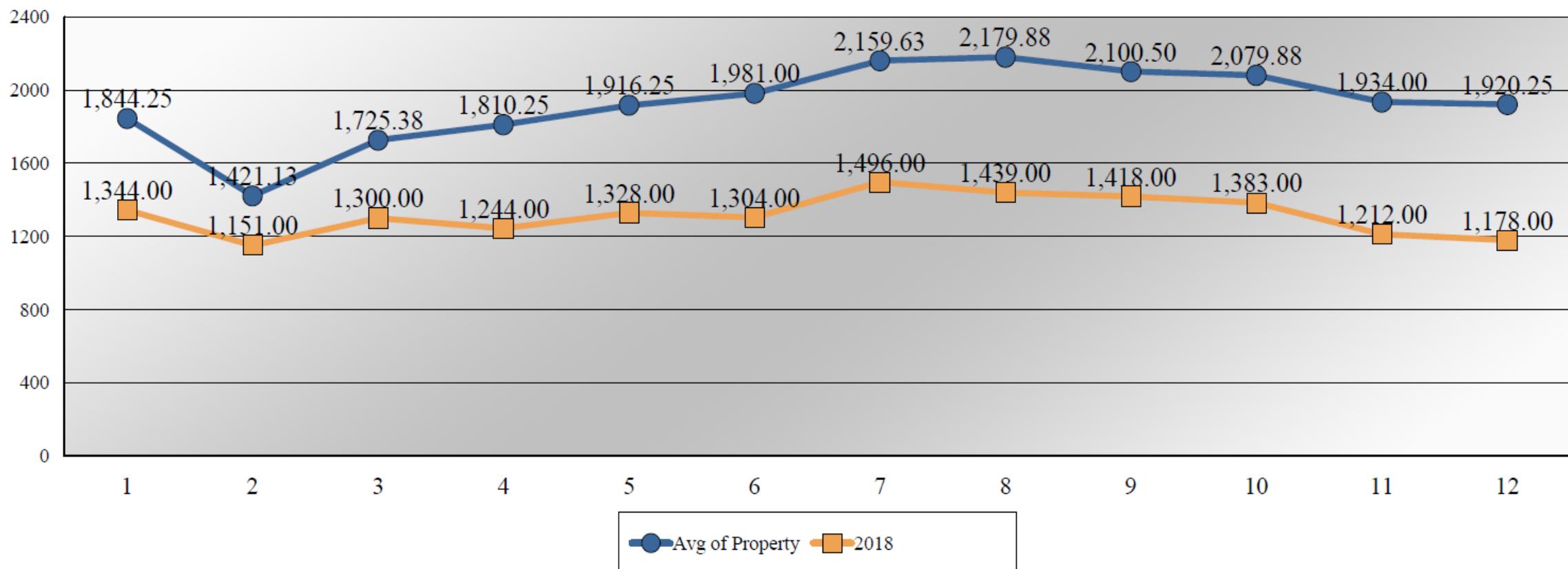
—●— Avg of Violent —■— 2018





CITY OF CLEVELAND
Mayor Frank G. Jackson

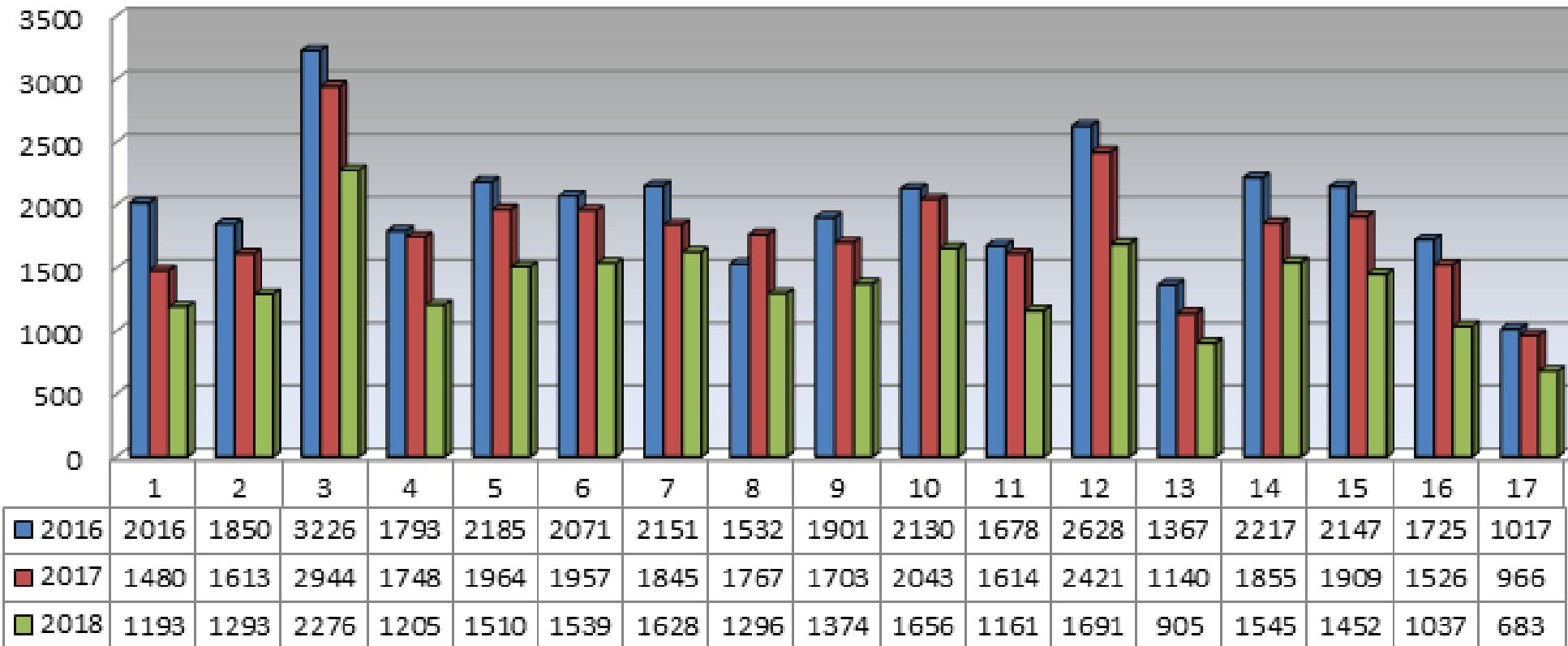
Part 1 Property Crime by Month Compared to Average





CITY OF CLEVELAND
Mayor Frank G. Jackson

Part I Crime By Ward by Year





CITY OF CLEVELAND
Mayor Frank G. Jackson

Recruit Classes





CITY OF CLEVELAND
Mayor Frank G. Jackson

2016

- The 135th Class Academy trained at the O.S.P. Academy which began on December 14, 2015 and graduated on June 17, 2016. (55) recruits started the academy and 42 graduated
- The 136th Academy trained at the O.S.P. Academy which began on September 21, 2016 with (56) recruits and graduated (48) on April 20, 2017

2017

- The 137th Academy was a lateral transfer class which began on March 6, 2017 with (20). All (20) graduated on May 12, 2017. This class was held at the C.D.P. Training Academy
- The 138th Academy began on August 9, 2017 and was trained at the O.S.P. Academy. (52) recruits started the academy and (43) graduated on March 2, 2018





CITY OF CLEVELAND
Mayor Frank G. Jackson

2018

- The 139th Academy was a lateral transfer class which began on January 16, 2018 with (3) recruits. All (3) graduated on March 24, 2018. This class was held at the C.D.P. Training Academy.
- The 140th Academy started on February 18, 2018 with (70) recruits and graduated (49) on August 24, 2018. This class was held at the C.D.P. Training Academy.
- The 141st Academy began on June 11, 2018 with (44) recruits at TRI-C and graduated (38) recruits on January 18, 2019
- The 142nd Academy began on July 2nd with (49) recruits and (47) are scheduled to take the state test on January 31, 2019. This class is being held at the C.D.P. Training Academy
- The 143rd Academy began on November 26, 2018 with (71) recruits and currently has (64) remaining in the class. This class is being held at the C.D.P. Training Academy





2019

- The 144th Academy is tentatively scheduled to begin at TRI-C on January 28, 2019 with (50) recruits
- The 145th Academy is tentatively scheduled to begin at TRI-C in July 2019 with (50) recruits
- The 146th Academy is tentatively scheduled to begin in the 4th quarter of 2019 with (50) recruits
- Nine (9) classes have been conducted since 2016. We have hired 420 recruits and graduated 354 over those nine (9) classes.





CITY OF CLEVELAND
Mayor Frank G. Jackson

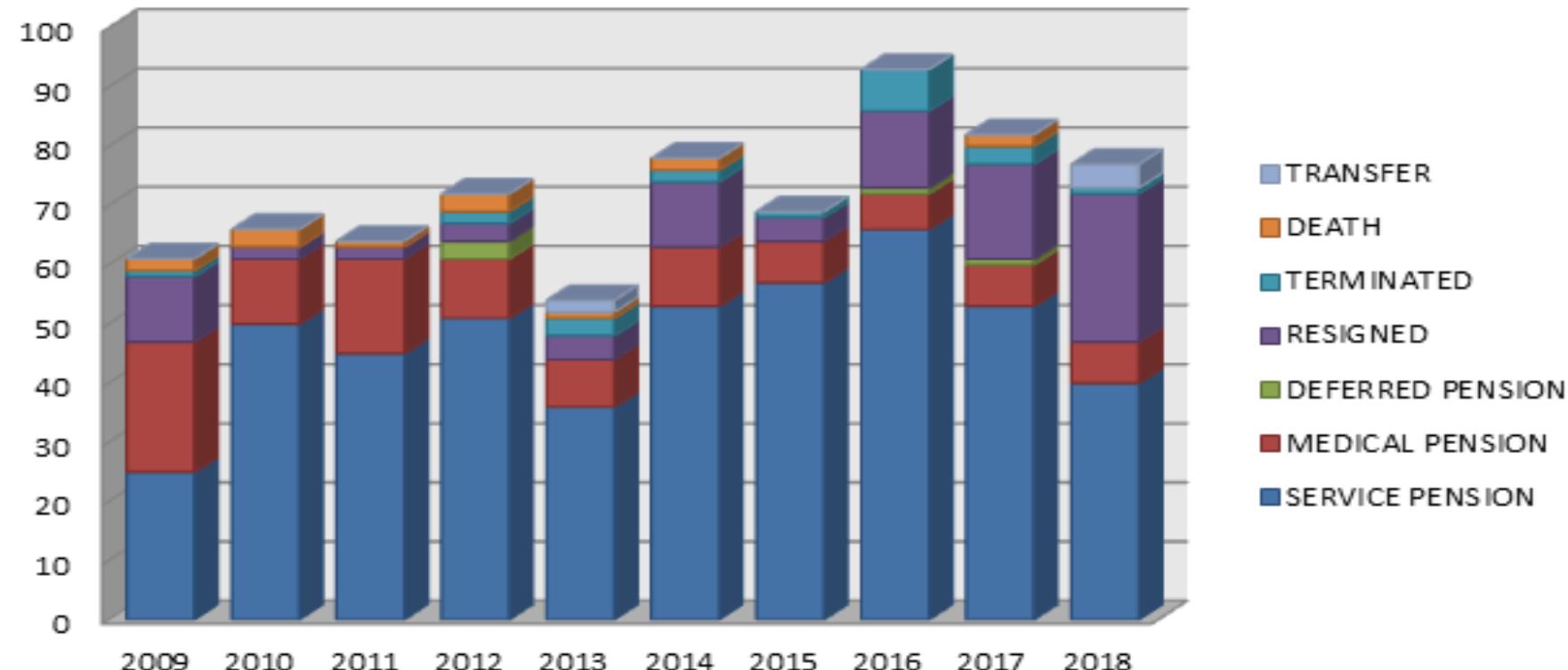
Attrition 2009 – Present





CITY OF CLEVELAND
Mayor Frank G. Jackson

Departures Since 2009

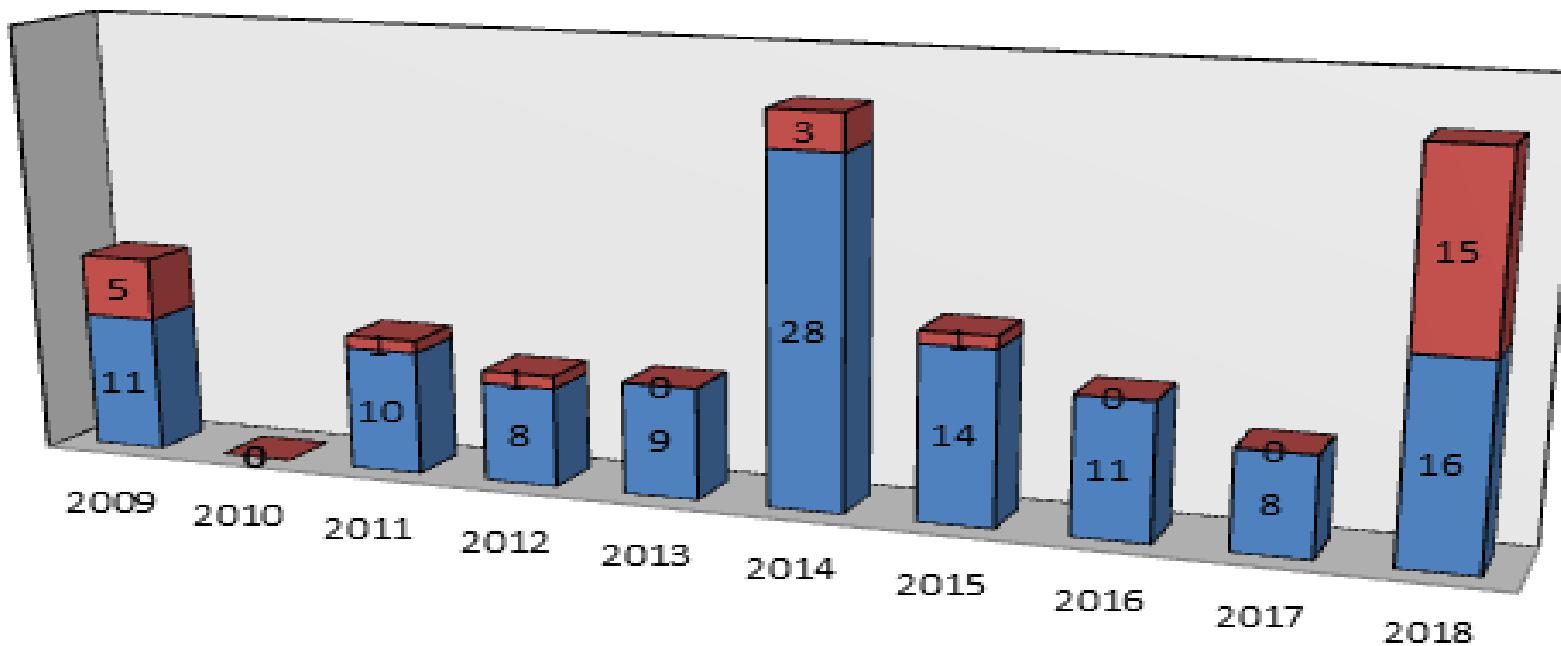




CITY OF CLEVELAND
Mayor Frank G. Jackson

Recruit Departures Since 2009

■ RECRUITS RESIGNED ■ RECRUITS TERMINATED





CITY OF CLEVELAND
Mayor Frank G. Jackson

